

CURRICULUM VITAE

Marilyn Marks Rubin

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Education and Professional Credentials

Degrees

Bachelor of Arts, Economics, Douglass College, Rutgers University, New Brunswick, New Jersey
Master of Arts, Economics, New York University, New York City, New York
Ph.D., Public Administration, Wagner School of Public Service, New York University, New York City, New York
Dissertation: *The Suburbanization of Industry and Its Effects Upon Labor Force Participation Rates of Suburban Women*

Honors and Awards

Fellow, National Academy of Public Administration, 2005-
Distinguished Research Award, Section for Women in Public Administration of the American Society for Public Administration, 2008
Listed in Who's Who in America, 2013-

Academic Experience

Instructor of Economics, 1973-1976. William Paterson College, Wayne, New Jersey
Assistant Professor of Public Administration, 1976-1980. Wagner School of Public Service, New York University, New York City, New York
Associate Professor of Public Administration and Economics, 1980-1986. Milano School for Management and Public Policy, New York City, New York
Visiting Professor, 2008. Jiangxi University, Nanchang, China
Visiting Professor, 2009. Externado University, Bogota, Columbia
Visiting Professor, 2010 and 2014. Getulio Vargas Foundation, Centre for Social Policies, Rio de Janeiro, Brazil
Visiting Professor, 2010. Xiamen University, Xiamen, China
Professor and MPA Program Director, 1987-2018. Department of Public Management, John Jay College, City University of New York (CUNY), New York City, New York
Professor, 1994-2018. PhD Program in Criminal Justice, City University of New York (CUNY), New York City, New York

Affiliated Faculty, 2018-present. Rutgers Law School Center for Law, Inequality and Metropolitan Equity (CLiME), Rutgers University, Newark, New Jersey
Distinguished Research Fellow, 2018-present. School of Public Affairs and Administration (SPAA), Rutgers University, Newark, New Jersey

Professional Experience

Partner, 1984-present. Urbanomics, Wayne, New Jersey

Provide consulting services to public/private sector clients in economic development, fiscal policy, economic impact analysis, performance measurement, and strategic planning. Clients have included: U.S. Economic Development Administration (EDA); Newark Economic Development Corporation; Jersey City Economic Development Corporation; Camden Office of Economic Development; Passaic County Office of Economic Development; Port Authority of New York and New Jersey; New Jersey Department of Commerce; New Jersey Department of the Treasury; New Jersey Meadowlands Commission; New York State Tax Reform and Fairness Commission; Queens County Economic Development Corporation; Staten Island Economic Development Corporation; U.S. Government Accountability Office (GAO); South Bronx Economic Development Corporation; New York City Office of Management and Budget (OMB); Moody's Investors Service; Interpol; United Nations Office on Drugs and Crime

Consultant, 1980-1984. New York City Office of Management and Budget. Advisor to Deputy Director; Prepared budget policy papers; Directed study of the New York City Corporate Income Tax.

Consultant, 1976-1980. New York City Office of the Deputy Mayor for Economic Development. Advised Deputy Mayor; Directed Tax Policy Task Force; Directed economic development planning grant from the U.S. Economic Development Administration (EDA); Provided technical assistance to New York City counties in their preparation of Economic Development Plans.

Deputy Director of Research and Evaluation, 1971-1973. Model Cities Program, Paterson, New Jersey.

Scholarship and Professional Development

Publications: Books and Invited Book Chapters

Rubin, Marilyn M. (1991). "Urban Enterprise Zones in New Jersey: Have They Made a Difference?" In Enterprise Zones: New Directions in Economic Development. Roy E. Green, ed. London: Sage Publications.

Rubin, Marilyn M. (1995). "Business Tax Incentives and Economic Development." In Taxation of Business Property. John Bowman, ed. Westport, CT: Praeger Publishers.

Johnson, Craig and Marilyn M. Rubin. (1998). "The Municipal Bond Market: Structure and Changes." In Handbook of Public Finance. Fred Thompson and Mark Green, eds. New York: Marcel Dekker.

- Rubin, Marilyn M., Nancy Mantell and J.L. Peters. (1999). "Revenue Forecasting and Estimation Practices." In Handbook on Taxation. Bart Hildreth and Jim Richardson, eds. New York: Marcel Dekker.
- Rubin, Marilyn M. and John R. Bartle. (2010). "Women in Government Budgeting and Financial Management." In Women in Public Administration. Maria D'Agostino and Helisse Levine, eds. Sudbury, MA: Jones & Bartlett.
- Rubin, Marilyn M. and Michael Walker. (2014). "Interpol." In the Encyclopedia of Criminology and Criminal Justice. 1-6.
- Rubin, Marilyn M. and Katherine G. Willoughby, eds. (2014). Sustaining the States: The Fiscal Viability of American State Governments. New York: CRC Press, Taylor & Francis.
- Ebel, Robert and Marilyn M. Rubin. (2014). "A Vision of the Future: Sustainability of the States." In Sustaining the States: The Fiscal Viability of American State Governments. Marilyn M. Rubin and Katherine G. Willoughby, eds. New York: CRC Press, Taylor & Francis.
- Rubin, Marilyn M. and Katherine G. Willoughby. (2014). "Measuring Government Performance: The Intersection of Strategic Planning and Performance Budgeting." In Developments in Strategic Planning and Public Management. Paul Joyce, John Bryson and Marc Holzer, eds. New York: Palgrave Macmillan Publishers.
- Rubin Marilyn M. and Nancy Mantell. (2015). "Revenue Forecasting and Revenue Estimation." In Encyclopedia of Public Administration and Public Policy, 2nd Edition. New York: CRC Press.
- Guy, Mary E. and Marilyn M. Rubin, eds. (2015). Public Administration Evolving: Foundations to the Future. New York: Routledge.
- Guy, Mary E. and Marilyn M. Rubin. (2015). "Looking Back, Moving Forward." In Public Administration Evolving: Foundations to the Future. Mary E. Guy and Marilyn M. Rubin, eds. New York: Routledge.
- D'Agostino, Maria J. and Marilyn M. Rubin, eds. (2017). Governing in a Global World: Women in Public Service. New York: Routledge.
- Rubin, Marilyn M. (2017). "Women in Public Service: A Long Slow Path to Gender Equality." In Governing in a Global World: Women in Public Service. Maria J. D'Agostino and Marilyn M. Rubin, eds. New York: Routledge.
- Rubin, Marilyn M., Fatima Oliveira and Wendy Nicholson. (2020). "Racial Equity in Brazil." In Global Equity in Public Administration: Nervous Areas of Governments. Susan Gooden, ed. New York: Routledge.
- Rubin, Marilyn M. and John R. Bartle. (2022). "Gender Responsive Budgeting: A Global Perspective." In Handbook of Gender and Public Administration. Patricia M. Shields and Nichole Elias, eds. Northampton, MA: Edward Elgar Publishing Ltd.

Publications: Refereed Academic Journal Articles

- Rubin, Marilyn M. (1977). "The Suburbanization of Industry and Its Effects Upon Labor Force Participation Rates of Suburban Women." *Real Estate Economics*, 5(1), 111-127.
- Kweit, Catharine and Marilyn M. Rubin. (1983). "Local Business Taxes and Fees." *Proceedings of the Annual Conference on Taxation* (National Tax Association-Tax Institute of America), 76, 190-199.
- Rubin, Marilyn M. and Fran Joseph. (1988). "The New York City Property Tax: A Case Study in Structural Change and Administrative Response." *Property Tax Journal*, 7(1), 85-100.

- Rubin, Marilyn M. (1990). "Women in ASPA: The Fifty-Year Climb Toward Equality." *Public Administration Review*, 50(2), 277-287.
- Rubin, Marilyn M. and Edward J. Trawinski. (1991). "New Jersey's Urban Enterprise Zones: A Program That Works." *The Urban Lawyer*, 23(3), 461-471.
- Rubin, Marilyn M. (1991). "Urban Enterprise Zones: Do They Work?" *Public Budgeting & Finance*, 10(4), 3-17.
- Rubin, Marilyn M. (1994). "Can a Re-Orchestration of Historic Themes Reinvent Government? A Case Study of the Empowerment Zones and Enterprise Communities Act of 1993." *Public Administration Review*, 54(2), 161-169.
- Rubin, Marilyn M. (2022). "Women in ASPA in the 1990s: A Decade of Progress but Still a Way to Go." *Public Administration Review*, 60(1), 61-71.
- Rubin, Marilyn M. and John R. Bartle. (2005). "Integrating Gender into Government Budgets: A New Perspective." *Public Administration Review*, 65(3), 259-272.
- Barclay, Gordon, Michael Rose and Marilyn M. Rubin. (2006). "Improving Knowledge on Crime: Towards Better Data." *Forum on Crime and Society*, 5(1), 131-135.
- Rubin, Marilyn M., Richard Culp and Peter Mameli. (2008). "Using Cross-National studies to Illuminate the Crime Problem: One Less Data Source Left Standing." *Journal of Contemporary Criminal Justice*, 24(1), 50-68.
- Rubin, Marilyn M. and Katherine G. Willoughby. (2009). "Financial Management Grades for the States: A Prospective Use." *Public Budgeting & Finance*, 29(1), 49-67.
- Rubin, Marilyn M. (2009). "Gender-Responsive Budgeting: Moving Women in China Further Along the Road to Equality." *Chinese Public Administration Review*, 6(1/2), 27-40.
- Yu, Wenxuan and Marilyn M. Rubin. (2011). "An Executive MPA Program for China: Lessons from the Field." *Journal of Public Affairs Education*, 18(3), 545-564.
- Oliveira, Fatima and Marilyn M. Rubin. (2013). "Public Administration Education in Brazil: Evolution Challenges, and Opportunities." *Journal of Public Affairs Education*, 19(4), 635-655.
- Rubin, Marilyn M., Mary E. Guy and Sharon Mastracci (2020). "Gender Equity." *Public Integrity*, 22(1), 108-110.
- Rubin, Marilyn M. and Carol Ebdon. (2020). "Participatory Budgeting: Direct Democracy in Action." *Chinese Public Administration Review*, 11(1), 1-5.
- Rubin, Marilyn M. and Wendy Nicholson. (2020). "The People's Voice, The People's Choice: An Overview of Participatory Budgeting in the United States." *Chinese Public Administration Review*, 11(1), 25-45.
- Miller-Jones, Dalton and Marilyn M. Rubin. (2021). "Equity in Education: A Restorative Justice Approach." *Journal of Public Management & Social Policy*, 27(1), 22-43.
- Rubin, Marilyn M. and Katherine G. Willoughby. (2021). "The Impact of COVID-19 on State Budgets: Comparisons with the Great Recession." *Public Budgeting & Finance*, 41(3), 22-41.
- Rubin, Marilyn M. and John R. Bartle. (2021). "Debate: Gender Responsive Budgeting—Moving Toward Equity for Women and Men." *Public Money & Management*, 41(7), 502-503.
- Rubin, Marilyn M. and John R. Bartle. (2023). "Gender-Responsive Budgeting: A Budget Reform to Address Gender Inequity." *Public Administration*, 101(2), 391-405.
- Rubin, Marilyn M. and John R. Bartle. (2023). "Equity in Public Budgeting: Lessons for the U.S." *Journal of Social Equity and Public Administration*. 1(2), 11-25.

Publications: Non-Refereed Practitioner Outlets and Commissioned Reports

- Rubin, Marilyn M. (1980). *Taxes and Tax Policy in New York City*. Principal investigator and primary author. Prepared for the Director of the New York City Office of Management and Budget.
- Rubin, Marilyn M. (1984). *Comprehensive Economic Development Plan for the South Bronx Economic Development Corporation*. Principal investigator and primary author. Prepared for the South Bronx Office of Economic Development.
- Rubin, Marilyn M. (1984). *Comprehensive Economic Development Plan for Queens, New York*. Principal investigator and primary author. Prepared for the Queens Economic Development Corporation.
- Rubin, Marilyn M. and Regina Armstrong. (1988). *Analysis of the New Jersey Sales Tax and the New Jersey Business Income Tax*. Principal investigator and co-author. Prepared for the New Jersey State and Local Expenditure and Revenue Policy Commission.
- Rubin, Marilyn M. and Regina Armstrong. (1988). *Evaluation of the Fiscal and Economic Impact of the Jacob Javits Convention Center on NYC*. Prepared for Jacob Javits Convention Center.
- Rubin, Marilyn M. (1988). *Evaluation of the New Jersey Urban Enterprise Zone Program*. Principal investigator and primary author. Prepared for the Office of Urban Programs, New Jersey Department of Commerce.
- Rubin, Marilyn M. and Regina Armstrong. (1990). *Evaluation of the Fiscal and Economic Impact of Madison Square Garden on New York City*. Prepared for Madison Square Garden.
- Rubin, Marilyn M. (1993). *Comprehensive Economic Development Plan for Camden New Jersey*. Principal investigator and primary author. Prepared for the City of Camden, New Jersey.
- Rubin, Marilyn M. (1996). *Comprehensive Economic Development Plan for Newark, New Jersey*. Principal investigator and primary author. Prepared for Newark Economic Development Corporation.
- Rubin, Marilyn M. (1999). *Evaluation of the New Jersey Urban Enterprise Zone Program*. Principal investigator and primary author. Prepared for the New Jersey Department of Commerce.
- Rubin, Marilyn M. (2000). *Paterson, New Jersey Urban Enterprise Zone Strategic Economic Plan*. Principal investigator and primary author. Prepared for Paterson Office of Economic Development.
- Rubin, Marilyn M. (2001). *Comprehensive Economic Development Plan for Newark, New Jersey*. Principal investigator and primary author. Prepared for Newark Economic Development Corporation.
- Rubin, Marilyn M. (2005). *Comprehensive Economic Development Plan for Staten Island, New York*. Principal investigator and primary author. Prepared for Staten Island Economic Development Corporation.
- Rubin, Marilyn M. (2006). *Comprehensive Economic Development Plan for Newark, New Jersey*. Principal investigator and primary author. Prepared for Newark Economic Development Corporation.
- Col, Jeanne Marie, Marilyn M. Rubin and Paul Posner. (2006). *Results-Based Management in Thailand: A Formative Evaluation*. Prepared for the Thailand Office of the Public Sector Development Corporation.

- Rubin, Marilyn M. (2007). *The New Jersey Meadowlands Commission: A Comprehensive Action Plan*. Principal investigator and primary author. Prepared for the New Jersey Meadowlands Commission.
- Rubin, Marilyn M. (2009). *Comprehensive Economic Development Plan for Staten Island, New York*. Principal investigator and primary author. Prepared for the Staten Island Economic Development Corporation.
- Rubin, Marilyn M. (2010). *Comprehensive Economic Development Plan for Jersey City, New Jersey*. Principal investigator and primary author. Prepared for the Jersey City Office of Economic Development.
- Rubin, Marilyn M. (2010). *A Guide to New York City Taxes*. Prepared for The Peter J. Solomon Foundation.
- Rubin, Marilyn M. (2011). *A Guide to New York City Taxes*. Prepared for The Peter J. Solomon Foundation.
- Rubin, Marilyn M. and Don Boyd. (2013). *New York State Business Tax Credits: Analysis and Evaluation*. Study commissioned by the New York State Tax Reform and Fairness Commission.
- Bartle, John R. and Marilyn M. Rubin. (2021). "Infusing Equity into Public Budgets: The Gender Perspective." *ASPA Times*, March 15.
- Troutt, David, Marilyn M. Rubin and Wendy Nicholson. (2022). *Investing in the Equitable State: How New Jersey's Tax Incentive Programs Fail to Bring Equitable Growth*. Rutgers Law School Center for Law, Inequality and Metropolitan Equity (CLiME), Rutgers University, Newark, New Jersey.
- Rubin, Marilyn M., John R. Bartle and Katherine G. Willoughby. (2022). *Equity in Budgeting: An Overview of U.S. State and Local Government Initiatives*. New Jersey State Policy Lab, Rutgers University, New Brunswick, New Jersey.

Selected Papers Presented at Professional Meetings and Conferences

- "Women in Government: An Assessment of Progress." Presented at the New York University Seminar on Gender and Race Issues, New York, New York, July 2000.
- "Municipal Revenue Forecasting." Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2000.
- "Gender Budgeting: A Concept Whose Time Has Come." Presented at the annual meeting of NASPAA, Phoenix, Arizona, October 2001.
- "Fiscal Decentralization: Implications for Tourism." Presented at the United Nations Colloquium on Regional Governance, Cancun, Mexico, February 2002.
- "International Crime Statistics: What do They Tell Us?" Presented at the United Nations Expert Meeting on the World Crime and Justice Report, Turin, Italy, June 2003.
- "Cross-National Comparisons of Rape Rates: problems and Issues." Presented at the ECE-UNODC Meeting on Crime Statistics, Geneva, Switzerland, November 2004.
- "Gender-Responsive Budgeting: Moving Women in China Further Along the Road to Full Equality." Presented at the 3rd Sino-U.S. International Conference for Public Administration, Beijing, China, June 2006.
- "Are Bad Cross-National crime Data Better than No Data?" Presented at the annual meeting of the American Society of Criminology, Los Angeles, CA, October 2006.

- "Integrating Performance Measures into Budget Decisions: A Local Government Perspective." Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2007
- "Gender Budgeting in the United States: The San Francisco Experience." Presented at the Korean Women's Development Institute's International Symposium on Gender Budgeting, Seoul, South Korea, October 2007.
- "The New Jersey Meadowlands Commission: Measuring and Tracking Performance." Presented at the 4th Sino-U.S. International Conference on Public Administration, Newark, New Jersey, June 2008.
- "Good Management, Less Stress? The Relationship between Financial Management Grades and Fiscal Performance in State Government." Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2009.
- "Teaching Management: The MPA Approach." Presented at the Latin American Council of Management Schools (CLADEA), Guayaquil, Ecuador, November 2009.
- "Bringing in the Money: Measuring Performance of State Departments of Revenue." Presented at the 6th Transatlantic Dialogue Conference, Siena, Italy, June 2010.
- "State Budget Balancing Strategies: Riding into the Future on Lessons Learned in the Past." Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2010.
- "The U.S. Budget Process: The Route for Foreign Aid." Presented at symposium at Ilia University, Tbilisi, Georgia, May 2012.
- "Measuring Government Performance: The Intersection of Strategic Planning and Performance Budgeting." Presented at the annual meeting of the American Society for Public Administration, New Orleans, Louisiana, March 2013.
- "Fiscal Sustainability of the States: Learning from the Past, Understanding the Future." Presented at the annual meeting of the Association for Budgeting and Financial Management, New York, New York, October 2013.
- "Fiscal Sustainability." Presented at the conference on Sustainability: Challenges and Opportunities, Getulio Vargas Foundation, Rio de Janeiro, Brazil, August 2015.
- "Debt Ratings of the U.S. States: Is There a Rating Agency Difference?" Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2015.
- "Participatory Budgeting: Direct Democracy in Action." Presented at the annual meeting of the Association for Budgeting and Financial Management, Seattle, Washington, October 2016.
- "Federal Tax Reform: Implications for State Governments." Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2017.
- "Gender Budgeting in the United States: Lessons from San Francisco." Presented at the IASIA-LAGPA Joint Conference, Lima, Peru, July 2018.
- "Mission, Innovation and Results: Do Modern State Revenue Departments Meet the Mark?" Presented at the annual meeting of the American Society for Public Administration, Denver, Colorado, March 2018.

- “Women in the National Academy of Public Administration and the American Society for Public Administration: An Historical Perspective.” Presented at the annual meeting of the National Academy of Public Administration, Washington, D.C., November 2018.
- “Gender Budgeting in North America.” Presented at the International Conference on Gender Budgeting and Participatory Budgeting, Fort Hare University, Alice, South Africa, November 2018.
- “A Global View of Gender Budgeting.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2019.
- “From Diversity to Inclusion to Power: Assessing the Progress of Women and People of Color in NASPAA.” Presented at the annual meeting of NASPAA, Los Angeles, California, October 2019.
- “Gender Budgeting: A Global Perspective.” Presented at the annual meeting of the American Society for Public Administration, March 2021 (Virtual).
- “Advancing Gender Equity: The Role of Gender-Responsive Budgeting.” Presented at the *Public Administration Review* Symposium on Representative Bureaucracy, George Washington University, February 2021 (Virtual).
- “Gender-Responsive Budgeting: A Way for Governments to Advance Equity for Women and Girls.” Invited Keynote address presented at the 100th anniversary of Xiamen University, Xiamen, China, April 2021 (Virtual).
- “Achieving Gender Equity: The Role of Gender-Responsive Budgeting.” Invited paper presented at the 1921 Budget and Accounting Act Centennial Conference, June 2021 (Virtual).
- “Equity in Budgeting: US State Government Initiatives.” Presented at the annual meeting of the Association for Budgeting and Financial Management, September 2002.
- “Following the Money: Equity in Government Budgets.” Presented at the annual meeting of the American Society for Public Administration, March 2023 (Virtual).
- “Equity in the Public Budgeting Process: Legislative Consideration.” Presented at the Social Equity Leadership Conference, June 2023, Kansas City, MO.

Professional Activities

- Member, Economic Advisory Board, New York City Office of Management and Budget, 1980-1984
- Member, Economic Advisory Board, Finance Committee of the City Council, New York City, New York, 1980-1984
- Member, Economic Consultants Panel, U.S. Department of Treasury, Internal Revenue Service, 1981-1984
- Member, Property Tax Advisory Board, New York City Department of Finance, 1982-2018
- Member, Economic Advisory Board, Ways and Means Committee, New York State Assembly, 1988-2019
- Member, Executive Council, Phi Alpha Alpha, the national honor society in Public Affairs and Administration, 1993-1999
- Member, Editorial Board, *Public Administration Review*, 1994-1998
- Chair, Association for Budgeting and Financial Management of the American Society for Public Administration, 1994-1995
- Member, Editorial Board, *Public Budgeting & Finance*, 1994-2018
- Member, Executive Council, NASPAA, 2001-2003
- Member, Standards Committee, NASPAA, 2006-2012

Treasurer, International Chapter, American Society for Public Administration, 2010-2013
Fulbright Senior Specialist, 2010-present
Member, New York City Council Task Force on Economic Development Tax Expenditures,
2015-2016
Faculty Advisor, The Volcker Alliance Truth and Integrity in State Budgeting Project, 2017-
2018
Co-Chair, Standing Committee on Intergovernmental Systems, National Academy of Public
Administration, 2017-2019
Chair, 20th Social Equity Leadership Conference sponsored by the National Academy of Public
Administration and the School of Public Affairs and Administration at Rutgers
University, Newark, New Jersey, June 2019
Editor, Journal of Social Equity and Public Administration, 2022-Present
Board of Directors, National Academy of Public Administration, 2022-Present
Associate Editor, Public Administration Review, Diversity, Equity, Inclusion and Representative
Bureaucracy, 2023-

University Courses Taught

Graduate-Doctoral Courses

Public Finance

Graduate-Masters Courses

Public Budgeting and Finance

Research Methods

Social Equity and Public Policy

Intergovernmental Relations

Economics

Strategic Planning

Undergraduate Courses

Statistics

Urban Economics

Micro-Economics

Public Policy

Money and Banking